



CCCHAPS · LEADERSHIP RESOURCE

# Leader's Guide: Responding When Personal Challenges Affect the Workday

A concise reference for HR partners, managers, and supervisors on responding well when an employee is carrying a hard personal season into work.

## What This Guide Is (and Is Not)

This is a practical field reference. It is **not** a script, a diagnostic tool, or clinical guidance. It is intended to help leaders respond well within their appropriate role while pointing employees toward the right professional resources.

Workplace chaplaincy is one confidential, voluntary, non-clinical resource that can complement HR, EAP, medical care, and mental-health services. It does not replace any of them.

## Signs an Employee May Be Carrying Something

- A visible baseline change: quieter, more distracted, or more short-tempered than usual.
- Attendance or timekeeping drift without a clear explanation.
- A previously reliable employee suddenly missing detail or handoffs.
- Withdrawal from casual team interaction.
- Frequent unexplained fatigue or emotional intensity.

## Responding Well

- Notice privately. Do not name observations in front of a team.
- Ask a short, open question: *"How are you doing lately?"*
- Listen without fixing. Let the employee choose what to share.
- Offer practical flexibility within your authority.
- Name resources plainly: EAP, HR, chaplaincy (where offered), medical benefits, and follow up quietly a week later.

## Boundaries to Hold

- Do not become the employee's counselor, therapist, or advocate.
- Do not promise confidentiality you cannot legally or ethically keep.
- Do not require disclosure. Participation in any support is voluntary.
- Do not let a personal-life conversation shape performance decisions.

## Where Workplace Chaplaincy Fits

A CCCHAPS chaplain is confidential, non-clinical, and outside the reporting line. Chaplains listen, walk alongside employees through hard seasons, and coordinate with clinical or professional resources when a situation calls for one. Chaplaincy complements — never replaces — HR, EAP, medical, mental-health, safety, legal, or emergency services.

### BEGIN A CONVERSATION

**Explore how relationship-based care could fit your workforce.**

An exploratory conversation, not a pitch. No obligation.

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